



COUNTY OF PLACER CIVIL SERVICE COMMISSION

CIVIL SERVICE COMMISSION
DON NELSON, Chair
RICK WARD, Vice Chair
JOHN COSTA
RON LE DOUX
ANDRAE RANDOLPH

Thursday – August 27, 2015

SPECIAL MEETING AGENDA

Lori Walsh, Personnel Director
Kellie Craig, Executive Secretary

Placer County is committed to ensuring that persons with disabilities are provided the resources to participate fully in its public meetings. If you are hearing impaired, we have listening devices available. If you require additional disability-related modifications or accommodations, including auxiliary aids or services, please contact the Executive Secretary. If requested, the agenda shall be provided in appropriate alternative formats to persons with disabilities. All requests must be in writing and must be received by the Executive Secretary five business days prior to the scheduled meeting for which you are requesting accommodation. Requests received after such time will be accommodated only if time permits.

MEETING LOCATION:

Placer County Board of Supervisors Chambers
175 Fulweiler Avenue
Auburn, CA 95603
530.889.4060

9:00 AM OPEN SESSION

ROLL CALL

FLAG SALUTE

I. AGENDA APPROVAL

II. PUBLIC COMMENT: Persons may address the Commission on items not on this agenda. Please limit comments to 3 minutes per person since the time allocated for Public Comment is 15 minutes. If all comments cannot be heard within the 15-minute time limit, the Public Comment period will be taken up at the end of the regular session. The Commission is not permitted to take any action on items addressed under Public Comment.

III. OLD BUSINESS - None

IV. NEW BUSINESS – Action may be taken

- A. Receive an update on the realignment of Personnel and the County Executive Office employment related functions into a single department that would be responsible for delivery of comprehensive human resource services in Placer County.
- B. Authorize the Chairman of the Civil Service Commission to sign the Memorandum of Understanding with the County Executive Officer upon approval of the revised ordinance by the Board of Supervisors.
- C. Authorize the Chairman of the Civil Service Commission and the Personnel Director to work with the County Executive Office to finalize ordinances required to implement changes in the organizational structure for consideration by the Board of Supervisors.

V. COMMUNICATIONS - Reports to the Commission are informational items only.
(No action will be taken)

- A. Staff reports and correspondence
- B. Commissioner comments

VI. ADJOURNMENT

Civil Service Commission 2015 Meeting Schedule

- September 14, 2015 – Tahoe (Placer County Administrative Center)
- October 13, 2015 (**Tuesday**) – Auburn (Personnel Training Room)
- November 9, 2015 – Auburn (Personnel Training Room)
- December 14, 2015 – Rocklin (Child Support Services)

Before the Board of Supervisors County of Placer, State of California

In the matter of: An ordinance amending Placer County
Code Section 2.08.010 and Article 3.08, regarding the
Creation of the office of Director of Human Resources

Ordinance No.: _____

First Reading: _____

The following Ordinance was duly passed by the Board of Supervisors of the County of Placer
at a regular meeting held _____, by the following vote on roll call:

Ayes:

Noes:

Absent:

Signed and approved by me after its passage.

Chairman, Board of Supervisors

Attest:
Clerk of said Board

Whereas, the human resources landscape has changed dramatically since the Placer County Department of Personnel was original created, dividing human resource functions related to the unclassified and classified service between the executive office and the personnel department;

Whereas, in order to modernize this organizational structure and create greater efficiencies, Placer County human resource duties and responsibilities should be realigned to include merging the human resource functions of the Personnel Department and County Executive Office into a new Department of Human Resources, and replacing the current position of personnel director in order to provide a single chain of command within the new department;

Whereas, in making these ordinance changes, it is the intent of the Board to maintain the current duties and responsibilities of the Placer County Civil Service Commission and to maintain the independence of the commission as otherwise provided under applicable

Ordinance # _____

provisions of the County Charter, County Code, and the general laws of the State of California; and

Whereas, the changes put forth in this ordinance are jointly recommended by the County Executive Office, the Director of Personnel, and the Placer County Civil Service Commission;

Now, therefore, THE BOARD OF SUPERVISORS OF THE COUNTY OF PLACER, STATE OF CALIFORNIA, DOES HEREBY ORDAIN:

Section 1. Additions are shown in bold and underline, deletions shown with strike-through.

Section 2. Section 2.08.010 of the Placer County Code is hereby amended as follows:

In addition to those officers specifically established by the Placer County Charter, these officers are created:

J. Director of ~~personnel~~ **human resources**.

Section 3. Section 3.08.060 of the Placer County Code is hereby amended as follows:

Section 3.08.060 Director of ~~personnel~~ **human resources**.

A. **The director of human resources shall be a department head appointed by the county executive officer, subject to confirmation by the board of supervisors.** ~~With the approval of the board of supervisors, the commission shall appoint a director of personnel from an employment list resulting from competitive examinations. The director of personnel shall be in the classified service.~~

B. The director of ~~personnel~~ **human resources** shall act as executive secretary of the civil service commission and shall perform and discharge, under the direction and control of the commission, the powers, duties, purposes, functions and jurisdiction vested in the commission and delegated to him or her by it. The director of ~~personnel~~ **human resources** shall be responsible to the commission for carrying out all procedures in the administration of the classified personnel in conformity with the provisions of this article and the rules of the commission. The director of ~~personnel~~ **human resources** shall keep an official record of all actions taken by the commission and shall prepare or cause to be prepared an annual report that shall be amended or approved by the commission and submitted to the board of supervisors.

C. **The director of human resources shall be in the unclassified service and serve at the pleasure of the county executive officer. The county executive officer shall consult with the civil service commission in the hiring, replacement and evaluation of the human resources director.**

D. **All references in county forms, documents, regulations, filings and other provisions of this county code to the terms "personnel director" or "director of personnel", or to the term "director" when context clearly indicates the term is meant to refer to the personnel director, shall now mean "director of human resources".**

Section 4. Section 3.08.070 of the Placer County Code is hereby amended as follows:

The civil service system of the county is divided into the unclassified and the classified service.

Ordinance # _____

A. The unclassified service shall consist of:

11. All Department heads and appointing authorities, ~~other than the personnel director.~~

Section 5. Section 3.08.170 of the Placer County Code is hereby amended as follows:

The following words and terms used in these rules shall have the meaning indicated below unless the context clearly indicates otherwise. ...

"Appointing Authority"

Note: 1. ~~Under Charter Section 302(a) and Section 3.08.060, the personnel director is appointed by the civil service commission. ...~~

"Director" means the personnel director of human resources.



MEMORANDUM
OFFICE OF THE
COUNTY EXECUTIVE OFFICER
COUNTY OF PLACER

To: Civil Service Commission
From: David Boesch, CEO
By: Holly L. Heinzen, Chief Assistant County Executive Officer
Date: August 27, 2015
Subject: Realignment of Personnel Functions

Recommendation

1. Receive an update on the realignment of Personnel and the County Executive Office employment related functions into a single department that would be responsible for delivery of comprehensive human resource services in Placer County.
2. Authorize the Chairman of the Civil Service Commission and the Personnel Director to work with the County Executive Office to finalize ordinances required to implement changes in the organizational structure for consideration by the Board of Supervisors.
3. Authorize the Chairman of the Civil Service Commission to sign the Memorandum of Understanding with the County Executive Officer upon approval of the revised ordinance by the Board of Supervisors.

Background and Discussion

A high performing, optimized work force is fundamental to delivering high quality, efficient services to our residents. Over the last 18 months an effort has been undertaken to evaluate the human resource functions currently shared between the CEO's office's and the Personnel Department to develop a model that optimizes and provides a more cohesive approach for delivery of services. The purpose of this effort is to increase accountability, efficiency and responsiveness to the County's combined human resources demands and the needs of the ever-changing workforce we serve.

Key to this effort is ensuring the continuation of a merit-based civil service system and maintaining critical functions performed by the Civil Service Commission while functioning as a key partner with the County Executive under a consolidated organizational model. In 1962 the enabling ordinance was adopted in Placer County and created the organizational structure that exists in substantially the same form that is in place today. A key feature of this organizational model is appointment of the Personnel Director by the Commission and placement of the position in the Classified Service with full civil service protections, unlike other department heads in the County. This structure currently divides the functions of personnel, health benefits, budgeting, county policy, civil services rules, and labor negotiations and employee relations. Since that time, laws and regulations regarding labor and employment have expanded dramatically and an updated model that more closely aligns these functions would more effectively serve the needs of the organization. An organization model in which the department head is appointed by the CEO, and ratified by the Board will bring the unified department in line with other county department management.

Benefits include improvements in consistency of policy and guidance to county departments and managers on employee related matters and a closer linkage between employee management, related salaries and benefits and overall financial management of the County through the CEO and the Board of Supervisors. The current role and responsibility of the Civil Service Commission would remain including but not limited to classification and recruitment, appeal of grievances and executive support of the Civil Service Commission.

Issue

In order to modernize the organizational structure and create greater efficiencies, the realignment of duties and responsibilities would include merging human resource functions of the Personnel Department and the County Executive Office into a new Department of Human Resources. A Human Resources Director position reporting to the County Executive Officer would be created with a dual responsibility for administration of the department and support to the Civil Service Commission in management of the civil service under the jurisdiction of the Civil Service Commission. The current allocation for personnel director would be maintained but not filled to provide a single chain of command within the new department.

With this model, the County departments would have a broader array of resources and tools within the same Department for managing the workforce including training, organizational development, performance management and leave functions, and processing of other administrative matters that are currently split between the CEO offices and the Personnel Department. The role and independent authority of the Civil Service Commission consistent with the Civil Service Enabling Ordinance and the tenants of a merit based system would continue to be integral to departmental functions and operations.

The CEO has been working with the Personnel Director and Civil Service Commission to address interests that the Civil Service remain an independent body reporting to the Board of Supervisors and to ensure that appropriate resources remain in place to serve the mission of the Civil Service Commission. A draft MOU has been prepared that outlines the role of the Civil Service Commission and the County Executive Office within the proposed structure.

At your meeting of August 27, the County Executive Office and the Personnel Director will present an update to the Commission, review the proposed ordinance and the draft MOU and receive input from the Commission and members of the public regarding the proposed restructuring.

Attachment 1 - Proposed Ordinance
Attachment 2 - Draft Memorandum of Understanding

**Memorandum of Understanding
Between The Placer County Executive Officer
And The Placer County Civil Service Commission
Reorganization of County Personnel and Human Resources Functions**

This Agreement is entered into by and between the Placer County Executive Officer ("CEO") and the Placer County Civil Service Commission ("Commission") as of _____ 2015.

RECITALS:

A. The County of Placer is proposing to realign certain duties and responsibilities within county government by creating a Department of Human Resources with a Director of Human Resources ("Director") that will serve as an unclassified, at will employee appointed by the CEO with dual responsibility to the Commission and the CEO as delineated below

B. The most efficient realignment of duties and responsibilities will include merging the Personnel Department into the Department of Human Resources and eliminating the current position of personnel director in order to provide a single chain of command within the Human Resources Department under the newly created position of the Director.

C. Section 3.08.060 of the County Code currently provides that the personnel director is appointed by the Commission with the approval of the Board of Supervisors. The code further provides that the personnel director serves as the executive secretary to the Commission and shall perform and discharge, under the direction and control of the Commission, the powers, duties, purposes, functions and jurisdiction vested in the Commission and delegated to him/her by it. In addition, the personnel director is a member of the classified service.

D. In order to create the Department of Human Resources as envisioned, it will be necessary to amend Section 3.08.060 and other provisions of the code. Through this agreement the parties wish to further define the dual responsibilities of the Director to the Commission and to the CEO, to maintain the independence of the Director in performing his/her duties for the Commission and to define the role of the Commission in the hiring and performance review of the Director including any recommendation for separation of the Director's employment.

NOW THEREFORE, the parties hereby agree as follows:

1. The parties agree upon the necessity of retaining an independent Commission. The Commission shall remain independent from the CEO and the Director shall be expected to carry out his/her duties for the Commission independently from the CEO. In addition to other duties as assigned, the Director shall serve as the executive secretary to the Commission and shall be responsible

for carrying out the directives of the Commission in performing the Commission's duties set forth in the County code. In fulfilling these duties, the Director shall coordinate with and receive direction from the Commission, not the CEO. The Director shall receive direction from the Commission in those areas of human resource administration established under the County Code as the exclusive responsibility of the Commission. Direction will be given by the CEO for those human resource functions which are not the exclusive responsibility of the Commission. This position is distinguished from other department head classifications by virtue of its responsibility for the administration of the total countywide human resource system.

2. It is agreed that the CEO shall be responsible for appointing, reviewing and discharging the at-will position of the Director. However, both parties acknowledge that performance standards for the Director must be maintained. An ineffective Director limits the ability of the Commission to carry out its duties under the civil service system and under the code. The parties agree that:

- a) The Commission needs to participate and comment on the appointment and performance evaluation of the HR Director. The CEO agrees that the Commission must participate in this process and that the recommendations of the Commission will be strongly considered by the CEO.
- b) On at least an annual basis the Director's performance will be reviewed by the CEO after consultation with the Commission. As a part of that review the Commission agrees to provide timely comments on their evaluation of the performance of the Director. As part of that review both the CEO and the Commission will set goals and objectives for the Director.
- c) If in the opinion of the Commission, performance of the Director falls below acceptable standards, the Commission may request action to discharge the Director. The CEO agrees to consider that request and take appropriate action. Such action will be consistent with the County rules and processes after investigation by the County Executive Office, which shall include conferring with the Commission prior to discharge of said employee.
- d) In confirming with the Board of Supervisors in the hiring or discharge of the Director pursuant to County rules and ordinance, the CEO shall report on the consultation with the Commission.

3. The parties agree that an independent Commission serves the best interests of the County and in order to retain this independence, the CEO agrees to use his/her best efforts to continue to insure that the Commission is provided with the personnel and resources it requires to perform its duties, including its administrative, investigatory and hearing responsibilities as set forth in the Placer County Code.

4. It is agreed that for a period of at least twenty-four months from the date of this agreement, the position of Personnel Director shall remain as an open position in the classified service and the position shall not be abolished as part of the creation of the Human Resources Department.

In WITNESS WHEREOF, the parties have executed this agreement on the date first above written.

Placer County Executive Officer

Placer County Civil Service Commission

By: _____
David Boesch

By: _____
Don Nelson, Chairman